



FEB News & Events

Oregon Federal Executive Board

Partnerships for a More Cost Effective Federal Government

www.oregon.feb.gov



Volume 10-04



July 2004

U.S. Independence Day, July 4th

Independence Day is the national holiday of the United States of America commemorating the signing of the Declaration of Independence by the Continental Congress on July 4, 1776, in Philadelphia, Pennsylvania.

At the time of the signing, the U.S. consisted of 13 colonies under the rule of England's King George III. There was growing unrest in the colonies concerning the taxes that had to be paid to England. This was commonly referred to as "Taxation without Representation" as the colonists did not have any representation in the English Parliament and had no say in what went on. As the unrest grew in the colonies, King George sent extra troops to help control any rebellion. In 1774 the 13 colonies sent delegates to Philadelphia, Pennsylvania to form the First Continental Congress. The delegates were unhappy with England, but were not yet ready to declare war.

In April 1775 as the King's troops advanced on Concord, Massachusetts, Paul Revere would sound the alarm that "The British are coming, the British are coming" as he rode his horse through the late night streets. The battle of Concord and its "shot heard round the world" would mark the unofficial beginning of the colonies war for Independence.

The following May the colonies again sent delegates to the Second Continental Congress. For almost a year the congress tried to work out its differences with England, again without formally declaring war. By June 1776 their efforts had become hopeless and a committee was formed to compose a formal declaration of independence. Headed by Thomas Jefferson, the committee included John Adams, Benjamin Franklin, Philip Livingston and Roger Sherman. Thomas Jefferson was chosen to write the first draft which was presented to the congress on June 28th. After various changes a vote was taken late in the afternoon of July 4th. Of the 13 colonies, 9 voted in favor of the Declaration, 2 - Pennsylvania and South Carolina voted No, Delaware undecided and New York abstained.

To make it official John Hancock, President of the Continental Congress, signed the Declaration of Independence. It is said that John Hancock signed his name "with a great flourish" so "King George can read that without spectacles!"

The following day copies of the Declaration were distributed. The first newspaper to print the Declaration was the Pennsylvania Evening Post on July 6, 1776. On July 8th the Declaration had its first public reading in Philadelphia's Independence Square. Twice that day the Declaration was read to cheering crowds and pealing church bells. Even the bell in Independence Hall was rung. The "Province Bell" would later be renamed "Liberty Bell" after its inscription -

"Proclaim Liberty Throughout All the Land Unto All the Inhabitants Thereof"

And although the signing of the Declaration was not completed until August, the 4th of July has been accepted as the official anniversary of United States independence. The first Independence Day celebration took place the following year - July 4th, 1777. By the early 1800s the traditions of parades, picnics, and fireworks were established as the way to celebrate America's birthday.

Story courtesy of www.holidays.net

In Brief . . .

- **Dealing with Stakeholders Training, Aug. 13th**

The OFEB's Public Affairs Committee has initiated a half-day training session for federal communication professionals and other interested managers on how to better communicate to your stakeholders in a manner that fosters trust and accountability. A stakeholder is anyone who has an interest in the welfare of your organization. "Dealing with Stakeholders: Providing Information that Helps Create Community," has been developed by the Portland State University's Executive

Leadership Institute. The agenda will include: 1) recognizing the integration between identity, culture and stakeholder credibility, 2) developing a plan that includes important accountability and transparency elements, and 3) sharing best practices of course participants. The session is **FREE** to federal employees, courtesy of the OFEB. Space is limited, so please contact Mary Ceciliani at mcecilia@pcez.com or 503-326-3010 to register. For a more detailed course description, go to www.oregon.feb.gov.

(Don't Leave Middle Managers) Without a Net

By Brian Friel
bfriel@nationaljournal.com

Good employees -- those demonstrating mastery of the technical aspects of their jobs -- tend to be rewarded with promotions into management. That's true in most organizations, including federal agencies, where responsibility for decisions tends to rise, and to be effective, middle managers need to have at least a basic understanding of the nooks and crannies of their agencies' operations, not just the overall picture.

But across government, employees complain that middle managers, promoted for their skills as employees, remain good employees, but don't become good managers. They're promoted without regard to their leadership skills and are neither trained in, nor rewarded for, leadership competence once in management positions.

Leadership skills can be improved. In one agency, executives created a career track that allows strong employees with no management aspirations to be promoted and paid more without having to take on management responsibilities. The agency also expanded a management development program to identify potential leaders and cultivate their skills.

"Would you send a surgeon into the operating room without a scalpel?" asks Carolyn Kurowski, a leadership consultant at Federal Management Partners in Alexandria, Va. "Supervisors need training to understand the tools of management, but they also need to understand the philosophy of management."

Several agencies have rewritten job descriptions of managers to emphasize leadership skills, and then evaluated the use of those skills throughout the year. A management analyst adds: "They need to be provided and required to use educational opportunities that address nontechnical skills, and all of this must tie into a development plan that helps them realize that their future is up to them to determine."

It's a lot to ask of middle managers. They must essentially know the jobs of the employees below them and the executives above them. Sadly, executives sometimes make matters worse. "Many [middle managers] aren't allowed to lead," laments Tim Barnhart, Kurowski's colleague. "Top leaders quickly learn that they can count on middle managers, so they tend to use middle managers much like personal staff, rather than leaders of large organizations."

"People emulate their superiors," leadership expert Howard Risher says. So executives who expect their middle managers to be leaders must show leadership, repeatedly signaling that managing people matters, through both words and action. "If agency leaders themselves exhibit little interest in people management, that will perpetuate the current set of problems," Risher says.

A former federal executive serves as an example of one who recognized her subordinates' needs -- and her role in meeting them. "The Senior Executive Service must take time to work with them and to train them programmatically, fiscally [about the budget process] and politically," says Marilyn Gowing, senior vice president at Aon Consulting. She sent one manager to earn a master's degree through an executive development program and guided two of her managers into executive positions.

Middle managers say they could use some slack in the rules and procedures that bind them. They often must seek approval for the most mundane tasks, getting multiple sign-offs from above for trivial purchases, routine personnel decisions and minor operational choices.

"It's my experience that middle managers are generally very, very good," says Barnhart. "They get chosen because they are the best of the workforce, the most dedicated to the mission, the most productive, the most trusted, and the most competent technically. The real problem," he says, "is that so much is expected of them, and they have so many constraints."

Courtesy of www.govexec.com

So What Types of People are Required on an Effective Committee?

When you are forming a committee to get a job done, strive for the right balance. The most effective committees usually have a mixture of the following personalities: **Big Thinkers** - they understand how the committee's mission fits into the overall picture, and why it is important.

Creatives - they often provide the ideas that get the committee moving. Not all of the ideas are workable, so that's why you have other types on the committee too.

Pragmatics - they recognize the limitations of the committee and they will identify any potential problems with the suggested solutions. They constantly ask, "Will it work?" Care must be taken to prevent the pragmatics from squelching all ideas.

Team Players - they understand the importance of working together for the good of the committee and the organization it represents. Just about all of the committee members need to be team players to some degree. It is especially important that the person chairing the committee be a team player.

Reprinted from the publication "Quality Quotes," 10-98.



Congratulations to Commander Chris K. Lockwood, Executive Officer of the U.S. Coast Guard Marine Safety Office, Group Portland, for his retirement after 24 years of service to our country. Chris has been a good friend of the Oregon FEB, and we wish him the best in the next chapter of his life and career.

We also offer our best wishes to OFEB friends Les Konrad and Pat Van Schoiack of the USDA, Oregon Agricultural Statistics Service, on their retirement this week. You will all be missed!

OFEB CALENDAR

July 2004

7/7, 2-4 p.m.

Shared Neutrals/ADR Committee

Monthly meeting of the OFEB's alternative dispute resolution services for federal, state and local governments.

Location: Robert Duncan Plaza
333 SW 1st Ave., 10th Floor
Portland, OR 97204

7/8, 10:30 a.m.-12 noon

Minority Business Committee

Monthly meeting to enhance opportunities for minority businesses to earn government contracts.

Location: Port of Portland
121 NW Everett St.
Portland, OR 97209

7/13-14 8:30 a.m.

CSRS Retirement & Estate Planning

Experienced trainers offer in-depth insight into what you need to do to build and protect your retirement savings.

Location: Green-Wyatt Federal Bldg.
1220 SW 3rd Ave., Room 272, Portland

Day 1: 8:30 a.m. – 4:00 p.m. (registration 8:00 a.m.)

Day 2: 8:30 a.m. – 12:00 noon

Cost: \$100 for federal employees, \$40 for non-federal spouses. **THIS CLASS IS FULL.** The next CSRS session is Sept. 29-30. Contact Mary Ceciliani at mcecilia@pceez.com or 503-326-3010 to register.

7/14, 2-3:30 p.m.

CFC Leadership Team Mtg.

The 2004 Columbia River/Willamette Valley CFC Leadership Team comes together again to continue planning for the fall campaign.

Location: U.S. Postal Service District Office
715 NW Hoyt St.
Portland, OR 97208

August 2004

8/6, 8 a.m.-4 p.m.

OFEB Planning Retreat

The OFEB Policy Committee and invited guests will gather to plan the organization's long-range goals for FYs 2005-07.

Location: Water Resources Center
4600 SE Columbia Way
Vancouver, WA 98661

8/13, 8 a.m.-12 noon

"Dealing with Stakeholders"

Free training session initiated by the OFEB's Public Affairs Committee and developed by the Portland State Univ. Executive Leadership Institute (see story, pg. 1). Go to www.oregon.feb.gov for a more detailed course description.

Location: Green-Wyatt Federal Bldg.
1220 SW 3rd Ave., Room 315, Portland, OR

Cost: FREE to federal employees. Contact Mary at mcecilia@pceez.com or 503-326-3010 to register.



July 2004

FEDERAL AGENCY FOCUS

Agency Name: Department of Homeland Security,
U.S. Coast Guard Marine Safety
Office, Group Portland

Director: Captain Paul Jewell

Address: 6767 N. Basin Ave.
Portland, OR 97217

Phone: 503-240-9310

Web Page: www.uscg.mil/dl3/units/msoportland/

Service Area: Oregon, SW Washington, So. Idaho.

Agency Purpose: The United States Coast Guard (USCG) is a military, multimission, maritime service and one of the nation's five Armed Services. Its mission is to protect the public, the environment, and U.S. economic interests – in the nation's ports and waterways, along the coast, on international waters, or in any maritime region as required for national security. The USCG is this nation's oldest maritime agency, tracing its roots to the 1790 establishment of the Revenue Cutter Service. In 2002 the USCG was incorporated into the new Department of Homeland Security. As of July 1, the USCG will begin enforcing new regulations requiring all ships entering U.S. ports to have a certificate verifying that they have met specific international security guidelines.

Local Programs: Marine Safety Office (MSO)/Group Portland is part of the Coast Guard's 13th District, headquartered in Seattle, which serves Oregon, Washington, Idaho and Montana. Three subordinate units are attached to MSO/Group Portland. They include: 1) Station Portland (boat operations for search and rescue, law enforcement and homeland security); 2) The 100' river buoy tender BLUEBELL homeported in Portland, and 3) An Aids to Navigation Team located in Kennewick, WA. Primary missions of the MSO/Group include foreign and U.S. vessel inspections, maritime facility inspection, waterways management, including managing the aids to navigation on the Columbia, Snake, and Willamette Rivers, pollution response, search and rescue, law enforcement, investigations of maritime accidents, and the licensing of commercial mariners. The USCG has a wealth of boating safety information and training courses, much of which can be found at www.uscgboating.org.

The MSO Group Portland has 170 dedicated servicemen and women on full time active duty. Approximately 300 members of the Coast Guard Auxiliary volunteer their time and boats to assist the MSO/Group in accomplishing its missions. Recent emphasis of the MSO/Group has been on homeland security with the implementation of the Maritime Transportation Security Act (MTSA) on July 1st. The Coast Guard works closely with many other agencies at the local and federal level. Significant federal partners include Customs and Border Protection, the Army Corps of Engineers, Environmental Protection Agency, FBI, and U.S. Attorney's Office.

COMMITTEE CORNERS

Policy Committee

Next Mtg.: Aug. 6th, 8 a.m.-4 p.m., Water Resources Center, 4600 SE Columbia Way, Vancouver, WA 98661.

News: Policy Committee members and invited guests will participate in the Oregon FEB's long-range planning retreat.

Administrative Services

Next Mtg.: Sept. 8th, 8:30-10:00 a.m., Green-Wyatt, #272.

News: The agenda is still being developed to help human resources, IT and administrative managers address current critical issues.

Combined Federal Campaign

Next Mtg.: July 14th, 2-3:30 p.m., U.S. Postal Service District Office, 715 NW Hoyt St., Portland, OR 97208.

News: The 2004 Leadership Team will approve the campaign material concepts and the coordinator and charity training schedule, as well as any campaign kickoff events.

Emergency Preparedness

Next Mtg.: Sept. 9th, 9-10 a.m., Federal Highway Admin., 610 E. Fifth St., Vancouver, WA 98661.

News: The Emergency Preparedness Committee will discuss business disruption safety planning for FY 2005. The Oregon COOP Interagency Partnership meeting will be held in the same room immediately following, 10 a.m.-12 noon.

Employee Retention & Development

News: The CSRS Retirement and Estate Planning seminar, scheduled for July 13-14, is FULL. The next CSRS session will be held Sept. 29-30. Contact Mary Ceciliani at mcecilia@pceez.com or 503-326-3010 to register.

Minority Business Opportunity

Next Mtg.: July 8th, 10:30 a.m.-12 noon, Port of Portland.

News: Continued planning for the 2004 Minority Enterprise Development Week Luncheon and Trade Fair, as well as discussion of other training options throughout the year.

Public Affairs

Next Mtg.: Aug. 13th, 8 a.m.-12 noon, Green-Wyatt, #315.

News: "Dealing with Stakeholders" communications training brought to you by the Executive Leadership Institute of Portland State Univ. (see pgs. 1 & 3). A panel discussion at public relations agency Gard & Gerber still in the works.

Shared Neutrals/ADR

Next Mtg.: July 7th, 2-4 p.m., Duncan Plaza, 333 SW 1st Ave., 10th floor, Portland.

News: Topics will include a finalization of the action steps for the 2005-07 Strategic Plan.

OFEB Policy Committee Officers

OFEB Chair:

Cathy Callahan, National Labor Relations Board

Vice-Chair:

Jerry Lorang, Veterans Affairs Regional Office

At-Large Members:

Anne Badgley, Regional Ecosystems Office

Michael Campbell, Bureau of Land Management

Randy Crockett, Social Security Administration

Lucy Devenney, Willamette National Cemetery

Kathy Eaton, Bureau of Land Management

Janice Goodwin, Nat'l Agricultural Statistics Service

Bob Graham, Natural Resources Conservation Service

Harry T. Hall, Fed. Energy Regulatory Commission

Captain Paul Jewell, U.S. Coast Guard, Marine Safety

Lt. Col. Charles Markham, Army Corps of Engineers

Les Miller, Army Corps of Engineers

Lynda Stelzer, Bonneville Power Administration

Frank Williams, Indian Health Service

Committees & Chairs

Administrative Services

Kathy Eaton, Bureau of Land Mgmt., 503-808-6092

Lynda Stelzer, Bonneville Power Adm., 503-230-4966

Combined Federal Campaign

Jim Johnson, U.S. Postal Service, 503-294-2523

Emergency Preparedness

Les Miller, Army Corps of Engineers, 503-808-4400

Gail Dreckman, Bonneville Power Adm., 503-230-3778

Employee Retention & Development

Staffed by Ron Johnson & Jeff Sargent, 503-326-3030

Minority Business Opportunity Committee

Mary Witty, Small Business Admin., 503-326-5105

Rhonnda Edmiston, Port of Portland, 503-944-7587

Public Affairs

Michael Campbell, BLM, 503-808-6031

Shared Neutrals/Alternative Dispute Resolution

Fran Petersen, Bonneville Power Adm., 503-819-1087

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